

IMPROVING WORK PROCESSES WITH RELATIONAL COORDINATION: *INTEGRATING THE RC SURVEY INTO INTERVENTIONS*



This advanced workshop will help you learn how to use the Relational Coordination (RC) Survey in interventions to improve work processes and collaboration across the continuum from small co-located work groups to virtual teams to whole organizations and inter-organizational consortia. If you are an organizational leader or an internal or external consultant and want to take your understanding of RC to a higher level, we invite you to join us. This program will also help you prepare for the RC Certification.

Effective teamwork takes more than a group of individuals skillfully carrying out their specialized tasks. It requires interdependence: the ability of the team members to understand how their work processes intersect and to respond to each other's changing needs and circumstances. What's more, they need to be able to do this on their own in real time, under conditions of performance pressure and uncertainty, and without waiting for direction from a supervisor. This is the relational core of teamwork and, at a higher level of scale, of successful system function.

Brandeis University professor Jody Hoffer Gittel named this quality of high-performing teams and organizations "Relational Coordination" and developed a theory to explain how it impacts performance and how organizations support or undermine its development. She also developed a survey instrument to measure it. Her groundbreaking research has demonstrated that work processes with high levels of Relational Coordination achieve higher quality and efficiency, better satisfy their customers or patients, and foster greater worker satisfaction and resilience.

Since 2009, clinician-consultant-researcher Tony Suchman has been working with Jody to develop practical workplace applications of RC theory and the RC Survey, creating a powerful interventional approach for improving work processes, fostering positive work environments and improving performance. To share what they've been learning, they have developed this program for organizational leaders and both internal and external consultants.

PROGRAM DESCRIPTION

The program is in three parts. It begins with some brief independent study that presents foundational knowledge about the Relational Coordination model and its research base. Part 2 consists of a 1.5 day workshop that provides instruction and practice in defining work processes to be studied, setting up the survey, interpreting it, sharing back the survey results and planning follow up activities that both foster RC and embody its principles of partnership and engagement. The third part is a personal one-hour consultation within 18 months of the workshop to help you as you plan or conduct an actual intervention using the RC Survey.

COMMENTS FROM PREVIOUS PARTICIPANTS

"It was a very useful workshop that has broadened my understanding of the use of relational coordination in the



workplace and the techniques for facilitating the intervention.”

“I learned to more clearly determine the focus of the survey and align with client context and goals.”

“The review of the survey development process was critical for me.”

“It was useful to learn how to interpret the data and consider appropriate interventions.”

“Doing the role plays helped me recognize how I might really enact the process and the barriers/realities I might encounter.”

“The course was very concrete; the combination of examples and evidence based knowledge made it an eye-opener in many ways.”

“I valued the discussions of real practices; structural problems.”

“I appreciated the engaging nature of the learning environment fostered by the instructors and the participants.”

“It was a pleasure to see two very skilled facilitators — working together in a highly professional manner, making more synergy.”

“I liked the organization of the workshop, the knowledge exchanged and the open-mindedness of all the attendees.”

FACULTY

Jody Hoffer Gittell is a professor of management at Brandeis University’s Heller School for Social Policy and Management, and director of the Relational Coordination Research Collaborative. She has written dozens of articles, as well as books *The Southwest Airlines Way: Using the Power of Relationships to Achieve High Performance*; *Up In the Air: How the Airlines Can Improve Performance by Engaging Their Employees*; and *Sociology of Organizations: Structures and Relationships*. In *High Performance Healthcare: Using the Power of Relationships to Achieve Quality, Efficiency and Resilience*, she presents her findings from ten years of research in the healthcare industry. In her newest book *Transforming Relationships for High Performance: The Power of Relational Coordination*, she explores the multi-interventional process that enables sustainable scalable change. Before joining the faculty at Brandeis University, Dr. Gittell received her PhD from the Massachusetts Institute of Technology Sloan School of Management and taught at the Harvard Business School.

Anthony L Suchman is a primary care physician, Clinical Professor of Medicine at the University of Rochester, and senior consultant and founder of Relationship Centered Health Care. Drawing upon diverse interests and experiences, Tony’s work focuses on improving human interaction and collaborative decision-making across all levels of healthcare – from the front lines of patient care to the executive suite and boardroom. His most recent book, *Leading Change in Healthcare: Transforming Organizations Using Complexity, Positive Psychology and Relationship-Centered Care*, has recently been published by Radcliffe Publishing. Dr. Suchman received his MD degree from Cornell University and an MA in Organizational Change from the University of Hertfordshire.

CERTIFICATION ON THE RELATIONAL COORDINATION SURVEY

This workshop can help individuals prepare for Certification on the Relational Coordination Survey. The topics covered in this program closely parallel the areas of knowledge and skill that are assessed in the certification process. This workshop is *not* a required prerequisite for certification, and completion of this course does not qualify participants for certification. This workshop and the certification process are separate and distinct programs. More information about the Certification Program is available at <http://rcrc.brandeis.edu/training-certification/certification.html>.



LOGISTICS

The next workshop dates and location to be announced. There will be a self-study to be completed in advance and an individual consultation to be scheduled subsequently.

Workshop *To be announced*

Schedule: *Dates to be announced*

Location:

*Day 1— 8:00-4:30 (continental breakfast at 7:30;
optional networking dinner at 6:30)*

Lodging *To be announced*

*Day 2 — 8:00-12:30 (continental breakfast at
7:30)*

Options:

Included in the registration fee of \$2,650 are the independent study materials; the course syllabus; lunch provided on Day 1; continental breakfast and lunch on Day 2; and a personal hour-long consultation with Tony within 18 months of the workshop. You can register online at www.rhcweb.com or by completing and sending in the registration form below.

A 33% discount is available to full time graduate students. A 10% discount is available to partners of the RCRC (Relational Coordination Research Collaborative). A discount is also available for multiple participants from the same organization. Please contact us if you'd like to arrange for one of these discounts.

Following the *Day 1 session*, there will be an optional networking dinner (restaurant details to be announced). Please note that the networking dinner is not included in the registration fee.

We will process workshop applications in the order in which they are received. If you need to cancel after you register we cannot offer refunds for workshop registrations but you can transfer your fee to another course or to another person.

For more information, please contact Tony Suchman at asuchman@rhcweb.com or 585.721.9187.

Thanks for your interest. We hope to see you at the next workshop!



REGISTRATION FORM

IMPROVING WORK PROCESSES WITH RELATIONAL COORDINATION: INTEGRATING THE RC SURVEY INTO INTERVENTIONS

DATES/LOCATION TO BE ANNOUNCED

Name: _____ Organization: _____
Title: _____ Address: _____
Phone: _____
Email: _____

Dietary Restrictions: _____

- Standard Registration:** The standard registration fee is \$2,650.
- RCRC Partner Discount:** A fee discounted by 10% (\$2,385) is available for current partners of the Relational Coordination Research Collaborative.
- Graduate Student Discount:** A fee discounted by 33% (\$1,775) is available for full-time graduate students.
- Multiple Participant Discount:** We offer a discount for 2 or more people from the same organization registering for this workshop; please contact us for details.

Please indicate your preferred method of payment

- Credit Card (Invoice will come via PayPal)
- Electronic Funds Transfer (Invoice will come via Quickbooks)
- Check (mail a check for the appropriate amount, payable to Relationship Centered Health Care, to the address below)

Please submit your completed registration form by means of scanning and email (asuchman@rchcweb.com), fax (206-350-7113) or mail it to:

Relationship Centered Health Care, LLC
ATTN: Anthony Suchman, MD
277 Goodman Street North, Suite 311
Rochester, NY 14607

We will process workshop applications in the order in which they are received. If you need to cancel after you register we cannot offer refunds, but you can transfer your fee to another course or to another person.

Thank you and we look forward to seeing you at our next workshop!

